



Wisconsin Department of Corrections

A stylized blue bridge graphic with vertical supports, framing the text.

# REENTRY A BRIDGE TO SUCCESS!

2016 – 2017 Business Plan  
(Updated September, 2015)

## TABLE OF CONTENTS

MESSAGE FROM THE SECRETARY .....	3
EXECUTIVE SUMMARY .....	4
DEPARTMENT OF CORRECTIONS MISSION/VISION/CORE VALUES .....	5
EVIDENCE-BASED PRACTICE/CRIMINOGENIC NEEDS .....	6
ELEMENTS OF REENTRY .....	7
PRIORITIES, GOALS AND KEY TASKS	
PRIORITY: Organizational Philosophy .....	8
PRIORITY: Data/Information/M Measurement .....	9
PRIORITY: Assessment.....	12
PRIORITY: Case Management System.....	13
PRIORITY: Interventions, Programs and Services .....	14
PRIORITY: Continuous Quality Improvement.....	22
CONCLUSION .....	26
APPENDIX TO THE DOC FY16-17 REENTRY BUSINESS PLAN .....	27
GLOSSARY .....	36

## MESSAGE FROM THE SECRETARY

Dear Colleagues:

I am pleased to share the 2016-2017 Wisconsin Department of Corrections (WIDOC) Reentry Business Plan. Staff from across all classifications of the DOC, guided by the Reentry Executive Team (RET), have been diligently working on the various goals and tasks communicated in this plan. The work to carry out this plan has been and will continue to be a major priority for this Department.

Reentry, simply put, is the commitment to the National Institute of Corrections' eight principles of Evidence-based practice at each decision point in the offender lifecycle towards the end goal of recidivism reduction. The Reentry Business Plan is a strategy to ensure we are achieving our vision of excellence in correctional practices.

The Reentry Executive Team has set objectives for the upcoming period, which have been highlighted in the Executive Summary. The seven objectives shown in the Executive Summary, as well as all objectives outlined in the plan, are essential to the way DOC staff and offenders will approach successful reintegration and reduction in recidivism in the future. An appendix is attached to the final plan showing objectives and tasks that have been completed to date.

The Reentry Business Plan is a dynamic plan, continuously reviewed and updated. It serves as a vital road map in the DOC for all employees as well as our community stakeholders. You can always find the plan on MyDOC in the Reentry section, as well as on the Public Website. I encourage you to familiarize yourself with the plan, and as you have questions, bring them to your supervisor. The Reentry Executive Team, made up of the Assistant Deputy Secretary, four Division Administrators, Chief Policy Advisor, Director of the Victim Services Program, Reentry Director, Reentry Project Manager, and the Reentry Evidence Based Program Manager, will continue to oversee the execution of this plan. I want to thank the RET as well as all DOC staff for your dedication to Reentry and your commitment to reduce recidivism.

Sincerely,

A handwritten signature in black ink, appearing to read "E.F. Wall".

Edward F. Wall  
Secretary

# EXECUTIVE SUMMARY

The Reentry Executive Team has identified objectives in the FY16-17 Reentry Business Plan for completion in FY 16. The plan was first published by the Wisconsin Department of Corrections (WIDOC) in 2008. A major revision to that plan occurred in 2011. The dynamic evolution of this plan clearly indicates WIDOC's commitment to using this roadmap for achieving excellence in correctional programming. The plan was envisioned as a 5-year plan. Some tasks require the completion of others before the next sequential step can commence. Other tasks require the creation of a process for activities that will become on-going. For example, the tasks related to the creation of a process to report on Key Performance Indicators represent the foundation upon which the ongoing outcome reporting should be based. The chart below outlines some key objectives to be accomplished in FY16.

Objective Area	Activities	Reference within Reentry Business Plan
COMPAS utilization will be consistent, reliable, and true to the intent of the tool.	Norm the COMPAS assessment instrument on the WIDOC population.	Continuous Quality Improvement 4.d.
Ensure youth, inmates, and offenders under community supervision have access to a continuum of risk-reducing interventions, programs, and services based upon their level of risk, criminogenic needs, and program readiness.	Develop an inventory of evidence-based programs offered within each division—to include dosage levels aligned with assessed risk and criminogenic needs targeted by each intervention. Operationalize youth, inmate, and offender placements in programs and services based on risk and needs. Implement program standards in the areas of Cognitive-Behavioral, Substance Abuse Treatment, and Sex Offender Treatment—to include contracted service providers.	Interventions, Programs and Services: 3.a- 3.b, and 3.d.
Report on Key Performance Indicators (KPI) in the following areas: Recidivism, Primary Program Completion, Risk Assessment, Victim Services including notifications and direct service contacts, and Employment.	RET will determine reporting strategy including frequency of reporting, distribution, audience, report format, etc.	Data/Information/M Measurement: 1.a, 2.b
Create a case management system for use by all Divisions to include all aspects of EBP.	Continue with the implementation process for COMPAS Case Manager to include the development of an Evidence-Based Response to Violation Module.	Case Management System: 1.a – 1.c; 2.b.
Reevaluate current approaches to Alternative To Revocation (ATR) programming to ensure referral processes are aligned with the Evidence-Based Response to Violation Matrix (EBRV) and program interventions reflect the principles of effective intervention.	Review current ATR program data to analyze recidivism and return to confinement rates. Develop a strategic plan for ATR bed allocations within DAI.	Interventions, Programs and Services: 5.a – 5.d
Development and implementation of CQI Committee inter-rater reliability guidelines and standards for offender/staff interactions.	Department-wide inter-rater reliability test(s) will be conducted in FY16 upon completion of a new COMPAS environment. Develop standardized procedures for staff-to-offender and staff-to-staff exchanges.	Continuous Quality Improvement: 2.a – 2.d; 4.a.
Enhance Offender opportunities for success through education and employment initiatives.	Implement the DOC Computer Numerical Control (CNC) Mobile Lab technical training program and the Milwaukee Area Technical College	Interventions, Programs and Services 1.b.

	collaboration.	
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The Reentry Executive Team (RET) meets every other Tuesday. They are charged with continuous oversight of progress made on tasks within the plan. Updates are made to the plan to ensure its alignment with WIDOC’s Mission, Vision and Core Values. When major updates are made to the plan, they are noted in the status section.

This plan is posted on MyDOC for DOC staff review and the DOC website for public view. RET is committed to keeping staff informed of updates as noted in the objectives for SFY 16-17. As stated in the message from Secretary Wall, WIDOC is committed to Reentry and the reduction of recidivism as part of the implementation of the DOC Strategic Plan.

# DEPARTMENT OF CORRECTIONS MISSION/VISION/CORE VALUES

## MISSION:

**Protect the public, our staff and those in our charge.  
Provide opportunities for positive change and success.  
Promote, inform and educate others about our programs and successes  
Partner and collaborate with community service providers and other criminal justice entities.**

## VISION:

To achieve excellence in correctional practices while fostering safety for victims and communities. Every Person - Every Family - Every Community Matters

## CORE VALUES:

<p>We are accountable to each other and the citizens of Wisconsin.</p> <ul style="list-style-type: none"> <li>• We manage our resources in an efficient, effective, sustainable, and innovative manner.</li> <li>• We demonstrate competence and proficiency in the work necessary to accomplish our mission.</li> <li>• We take individual responsibility for how we plan, perform, and manage our work.</li> </ul>	<p>We do what's right - legally and morally - as demonstrated by our actions.</p> <ul style="list-style-type: none"> <li>• We value courage, candor, and conviction of purpose.</li> <li>• We expect ethical behavior and integrity in all we do.</li> <li>• We require honesty, adherence to the law, and the fair and equitable treatment of others.</li> </ul>
<p>We recognize employees as the department's most important resource.</p> <ul style="list-style-type: none"> <li>• We work towards building a workforce of diverse individuals who achieve great things together.</li> <li>• We recognize exemplary performance.</li> <li>• We advocate in the best interest of our workforce.</li> </ul>	<p>We value safety – for our employees, the people in our charge and the citizens we serve.</p> <ul style="list-style-type: none"> <li>• We provide the resources &amp; training necessary for employees to safely accomplish our mission.</li> <li>• We operate safe and secure facilities.</li> <li>• We offer opportunities for offenders to become productive members of their communities.</li> </ul>
<p>We expect competence and professionalism in our communications, demeanor, and appearance.</p> <ul style="list-style-type: none"> <li>• We demonstrate knowledge and skills within our areas of responsibility.</li> <li>• We respond effectively and appropriately in our interactions and communications.</li> <li>• We treat all people with dignity and respect.</li> <li>• We recognize that we have one opportunity to make a positive first impression.</li> </ul>	

## REENTRY VISION STATEMENT

Promote public safety and offender success from admission to custody through reentry and supervision in the community.

# EVIDENCE-BASED PRACTICE

Implementing evidence-based practices is a priority for the Department of Corrections. The principles of evidence-based practice meet the community's needs in terms of quality, efficiency, and effectiveness. Research demonstrates that these principles will result in increased public safety through improved offender outcomes, while holding offenders accountable. Accordingly, all staff, from those in Food Service to Correctional Officers, from Probation/Parole Agents to Social Workers, from Wardens to Regional Chiefs, and all others who are part of the corrections team share a common approach and commitment to enhancing public safety through evidence-based practices.



*In corrections, Evidence-based practice is the breadth of research and knowledge around processes and tools which can improve correctional outcomes, such as reduced recidivism.*  
(<http://nicic.gov/EvidenceBasedPractices>)

# CRIMINOGENIC NEEDS

Recent research has demonstrated that certain types of correctional programs are shown to be more effective in reducing recidivism. In predicting recidivism, there are a number of static factors to include age and criminal history that cannot change. Treatment and programs can address other factors that influence values, attitudes and actions. These areas which have been shown to be associated with recidivism and can be changed are called criminogenic needs. (Top 4 criminogenic needs highlighted.)

Criminogenic Needs	Response
Anti-social cognition	Reduce anti-social cognition, recognize risky thinking and feelings, adopt an alternative identity
Anti-social companions	Reduce association with offenders, enhance contact with pro-social
Anti-social personality or temperament	Build problem solving, self-management, anger management, and coping skills
Family and/or marital	Reduce conflict, build positive relationships and communication, enhance monitoring/supervision
Substance abuse	Reduce usage, reduce the supports for abuse behavior, enhance alternatives to abuse
Employment	Provide employment seeking and keeping skills
School	Enhance performance rewards and satisfaction
Leisure and/or recreation	Enhance involvement and satisfaction in

Source: Andrews, Donald A. (2007), "Principles of Effective Correctional Programs", in Motiuk, Laurence L. and Serin, Ralph C. (2007). Compendium 2000 on Effective Correctional Programming. Correctional Service Canada. Available at <http://www.csc-scc.gc.ca/text/rsrch/compendium/2000/index-eng.shtml>

# ELEMENTS OF REENTRY

**The Department's Reentry Business Plan, as part of the DOC Strategic Plan, brings together a number of initiatives within the Department, each with a common goal of reducing the likelihood of future criminal behavior by offenders convicted of crimes who are supervised by WIDOC staff. These initiatives share a common philosophy and approach to risk reduction among the juvenile and adult offenders served by WIDOC. These are characterized by the following elements:**

- Transition begins at intake to any WIDOC Division, when a comprehensive case plan is developed for moderate and high-risk offenders that addresses the criminal risk factors that, if addressed effectively, will enhance the likelihood of successful integration in the community and reduce recidivism.
- Staff hold offenders accountable by providing both positive and corrective responses to offender behavior, by serving as pro-social role models, affirming prosocial behavior and teaching offenders prosocial skills and by addressing in firm, fair, and appropriate ways anti-social attitudes, beliefs and behaviors.
- Offenders are prepared for community living through specific interventions related to their case plan, such as work, education, and focused treatment programs and release planning.
- Offenders have the opportunity to develop healthy relationships with their family and children, when appropriate, in order to build pro-social community support and break the intergenerational cycle of crime.
- Transition from incarceration to community is carefully planned collaboratively by both institution and community corrections staff, coordinated with inmates and community stakeholders and developed in full consideration of the concerns of victims.
- Supervision in the community, consistent with the corrections case plan and these principles, is key to reducing recidivism for those released from prison and those placed on community supervision.
- Programs and services provided to offenders are outcome, research and evidence-based.
- Staff support and reflect the Department's values in all aspects of their work.
- Performance measures will provide Department management, employees, and stakeholders with an objective assessment of the extent to which the strategies contained within the Reentry Business Plan are effectively implemented



# DOC Reentry Business Plan

## PRIORITIES, GOALS AND KEY TASKS

**FISCAL YEARS 2016-2017**

THE DATES BELOW ARE TENTATIVE AND DYNAMIC BASED UPON INTERDEPENDENCE OF GOALS AND AVAILABILITY OF RESOURCES.

### **PRIORITY: ORGANIZATIONAL PHILOSOPHY**

Goal: Integrate Wisconsin Department of Corrections mission of promoting public safety through crime prevention, youth, inmate and offender rehabilitation, and successful community reentry into all key departmental activities.

ORGANIZATIONAL PHILOSOPHY		Primary Responsibility for Implementation	Secondary Responsibility	Major Milestone and/or Target Completion Date	Status Update (September 2015)
Objective	Task				
1. Ensure WIDOC vendor contracts define and require that the principles of evidence-based practices are operationalized.					
	1.a. Identify specific process standards that are expected of WI DOC Reentry contractors.	Evidence-Based Program Manager	Reentry Executive Team Research and Policy Unit	Ongoing	<p>Contracts have been and will continue to be updated upon renewal/reissuance to reflect alignment with the principles of effective intervention and UCCI CPC Criteria. Evidence-based program standards will be shared with contracted service providers and standards implementation will be evaluated by cross-divisional CPC/CPC-GA Evaluators.</p> <p>UCCI conducted eight regional training sessions with current and prospective service providers during FY15. Evidence-based Practice 101 and an overview of the UCCI Corrections Program Checklist were reviewed at each of these three-hour workshops. Similar sessions will be repeated in FY16.</p>

ORGANIZATIONAL PHILOSOPHY		Primary Responsibility for Implementation	Secondary Responsibility	Major Milestone and/or Target Completion Date	Status Update (September 2015)
					DAI: CBP contract language updated June of 2015 by OPS to reflect CBP standards. SA and SOT contracts to be updated upon renewal to reflect EBP standards.
	1.b. Revise all DOC Reentry contracts to include evidence-based process measures as identified in 4a.	Evidence-Based Program Manager	Divisional Program Supervisors: OPS Director, DCC Correctional Supervisor; DJC Director of Budget & Programs	Ongoing	Collaborative work with the Research and Policy Unit has resulted in the development/refinement of the logic model process— DOC contracts have been and will continue to be updated to reflect alignment with performance outcome measures reflected in these logic models.  Tony to provide a complete list of logic models

### PRIORITY: DATA/INFORMATION/MEASUREMENT

Goal: Develop a performance-based management system to include the identification of process and outcome measures, data collections, and analysis methods, and regular reporting of key performance indicators in order to assess Wisconsin Department of Corrections' progress toward achieving DOC's reentry goals and objectives.

DATA/INFORMATION/MEASUREMENT		Primary Responsibility for Implementation	Secondary Responsibility	Major Milestone and/or Target Completion Date	Status Update (September 2015)
Objective	Task				
1. Report on top priority performance indicators.					

DATA/INFORMATION/MEASUREMENT		Primary Responsibility for Implementation	Secondary Responsibility	Major Milestone and/or Target Completion Date	Status Update (September 2015)
	1.a. RET determines reporting strategy to include frequency of reporting, distribution, audience, report format, etc.	Reentry Director	Reentry Executive Team Policy Initiatives Advisor Office of Research and Policy	FY16	<p><b>Recidivism:</b> Recidivism measurement is established and the WIDOC Recidivism Report has been published; recidivism analysis and periodic updated of the Recidivism Report will continue in the future</p> <p><b>Primary Program Completion:</b> Primary program completion analysis is ongoing for DAI primary programming; analysis will continue and will incorporate DCC primary programs as data becomes available</p>
					<p><b>Risk Assessment:</b> COMPAS risk and need measurement is established; reporting and analysis will continue</p> <p><b>Employment:</b> Employment measures are established; analysis of employment using DWD data will proceed when matching between DOC and DWD data is finalized</p> <p><b>Victim Services :</b> Including number of victim notifications sent for inmates releases and escapes, and the number of direct service contacts with crime victims (this would include advocacy and victim accompaniment through the parole hearing and revocation hearing processes, restitution issues, general information about DOC processes, DCC and DAI information, victim offender dialogue, etc.)</p>

DATA/INFORMATION/MEASUREMENT		Primary Responsibility for Implementation	Secondary Responsibility	Major Milestone and/or Target Completion Date	Status Update (September 2015)
	<p>1.b. Repeat tasks for other prioritized key performance indicators (i.e. those identified 2.a. but not included in the top priority list):</p> <ul style="list-style-type: none"> <li>Establish counting rules and definitions for selected data elements</li> <li>Clearly define and document the source of all data collected in order for data to be validated and for on-going quality assurance.</li> <li>Develop means and methods to obtain the identified data.</li> <li>Develop and document data analysis methodology.</li> <li>Conduct data analysis.</li> <li>Finalize a format for providing results of data analysis for review by RET.</li> </ul>	Policy Initiatives Advisor	Office of Research and Policy/Division Analysts/Bureau of Technology Management	FY16	Status Update:
2. Develop a Reentry Data Dashboard					
	2.a. Develop a draft Reentry Data Dashboard for the RET that visually represents key performance indicators that require frequent reporting to monitor progress toward meeting specific reentry goals and objectives.	Policy Initiatives Advisor	Office of Research and Policy/Division Analysts/Bureau of Technology Management		As of January, 2014, The Office of Research and Policy has enhanced their staffing pattern to address this objective. Permanent DOC positions, as well as UW-Madison Department of Population Health positions will be dedicated to development in this area.

DATA/INFORMATION/MEASUREMENT		Primary Responsibility for Implementation	Secondary Responsibility	Major Milestone and/or Target Completion Date	Status Update (September 2015)
	2.b. Select the initial key performance indicators to be included on the dashboard; determine the frequency with which the data will be updated and determine who will have access to the dashboard and how the dashboard will be shared	Reentry Director	Reentry Executive Team		
	2.c. Establish baseline information for identified key performance indicators.	Policy Initiatives Advisor	Office of Research and Policy/Division Analysts/Bureau of Technology Management		
	2.d. Update the dashboard based on specified timelines.	Policy Initiatives Advisor	Office of Research and Policy/Division Analysts/Bureau of Technology Management		
	2.e. Repeat tasks 2b-2d for other prioritized key performance indicators to be included on the dashboard.	Policy Initiatives Advisor	Office of Research and Policy/Division Analysts/Bureau of Technology Management		
3. Establish a more comprehensive Data Warehouse.					
	3.a. Establish governance model for data warehouse	Division of Management Services Assist. Administrator	Bureau of Technology Management		Governance Model for BI (Business Intelligence) and Data Warehouse will be developed once KPI measurement protocols are finalized.

DATA/INFORMATION/MEASUREMENT		Primary Responsibility for Implementation	Secondary Responsibility	Major Milestone and/or Target Completion Date	Status Update (September 2015)
	3.b. Establish architectural structure to ensure Office of Research and Policy delivery of key performance indicators.	Division of Management Services Assist. Administrator	Bureau of Technology Management		BTM has started compiling this information into a working (draft) document to be further refined as dashboard work evolves in parallel with Data Warehouse development.

### PRIORITY: ASSESSMENT

Goal: Implement a comprehensive process for administering validated risk and needs assessments throughout all of Wisconsin Department of Corrections' divisions in order to guide agency staff and partners in effectively applying evidence-based principles and practices to key decisions.

ASSESSMENT		Primary Responsibility for Implementation	Secondary Responsibility	Major Milestone and/or Target Completion Date	Status Update (September 2015)
Objective	Task				
1. Implement the use of the Northpointe COMPAS risk and needs assessment, and case planning system, integrating evidence-based practices with new business processes.					
	1.a. Re-design business processes for conducting risk and needs assessments, including the use of alternative screening tools to ensure that the results of assessments are incorporated into meaningful case plans.	Reentry Director- Unified Corrections Coalition(UCC) Project Sponsor	Reentry Project Manager- Unified Corrections Coalition Project Manager	Ongoing	UCC continues to evaluate cross-divisional business processes as needed.
	1.b. Systematically integrate evidence-based practices by evolving and where necessary replacing current business processes, policies, administrative codes and procedures.	Reentry Director- Unified Corrections Coalition(UCC) Project Sponsor	UCC Leads UCC Divisional Leadership	Ongoing	On a monthly basis, UCC continues to evaluate existing business processes, policies, administrative codes, and procedures.

ASSESSMENT		Primary Responsibility for Implementation	Secondary Responsibility	Major Milestone and/or Target Completion Date	Status Update (September 2015)
	1.c. Develop a standardized reassessment protocol and resulting business process that is informed by research on predictive validity of both static and dynamic factors.	Reentry Project Manager	Unified Corrections Coalition	FY16 - 17	As of 9/15, discussion started with Northpointe research on when reassessment should occur and how much dynamic criminogenic need should inform the reassessment point.

### PRIORITY: CASE MANAGEMENT SYSTEM

Goal: Implement a case planning and management system that targets risk reduction services, based upon empirically assessed risk factors, to moderate and high-risk youth, inmates and offenders under community supervision. The case management system will result in a single, seamless case plan that transitions with the individual youth/adult through the correctional system; clearly delineates those strategies designed to reduce the individual's likelihood for future delinquent/criminal behavior; defines staff roles and responsibilities in the management of the individualized plan; and establishes clear measures for the individual youth/offender's progress in accomplishing the goals of the plan.

CASE MANAGEMENT SYSTEM		Primary Responsibility for Implementation	Secondary Responsibility	Major Milestone and/or Target Completion Date	Status Update (September 2015)
Objective	Task				
1. Create a case management system by all Divisions to include all aspects of Evidence-based practices.					
	1.a. Automate the case management system.	Reentry Project Manager	Reentry Executive Team/Division of Management Services Bureau of Technology Management	FY16 – 17	COMPAS Case Manager 70% implemented as of July, 2015. Modules currently in use include PSI, Rules of Supervision, Education/Employment/Substance Use History, Level of Supervision, Behaviors and Rewards, and Drug Testing. Remaining targeted functionality includes Education Plan, Workload Manager and Evidence-Based Response to Violations, all of which are scheduled for FY16.

CASE MANAGEMENT SYSTEM		Primary Responsibility for Implementation	Secondary Responsibility	Major Milestone and/or Target Completion Date	Status Update (September 2015)
	1.b. Develop a strategy to pilot test the various components of the case management system across all divisions prior to implementation; conduct pilot tests.	Reentry Executive Team	Unified Corrections Coalition	FY16 – 17	Various modules being implemented based on timelines set forth by RET.
	1.c. Modify components of the case management system based on experiences from the pilot tests.	Reentry Executive Team	Unified Corrections Coalition	FY16 – 17	Various modules being implemented based on timelines set forth by RET.
2. Identify staff by job classification that play a role in case management throughout the Department; Define in writing their roles and responsibilities.					
	2.a. Define the roles and responsibilities of staff when youth/offender transitions within divisions and/or between divisions, and when case supervision is shared across Divisions.	Unified Corrections Coalition	Unified Corrections Coalition/Reentry Executive Team	Ongoing	Initial work is complete based on completed business process for each division. However, UCC continues to deploy staff as needed based on new discovery that there are overlaps or gaps in workflows that were not initially identified. Cross Divisional Coordinators review Business Plan for consistency as it is added to the ECRM.
	2.b. Each Division will work with the Office of the Secretary-Reentry Unit to identify job classifications responsible for providing updates, changes, and maintenance to the content within the ECRM.	Reentry Cross Divisional Coordinator	UCC-ECRM Divisional Leads	FY16	Divisions are in the process of formalizing small workgroups comprised of subject-matter experts to provide updates and maintenance of the ECRM content. Standardization of the submission of information is in-process. Divisions continue to submit content to the Reentry Unit for build-out in the system, on an as-needed basis.



## PRIORITY: INTERVENTIONS, PROGRAMS AND SERVICES

Goal: Assure that the risk reduction interventions, programs and services provided to youth, inmates, and offenders under community supervision are evidence-based and effectively address the criminogenic needs and level of risk of the individual.

INTERVENTIONS, PROGRAMS AND SERVICES		Primary Responsibility for Implementation	Secondary Responsibility	Major Milestone and/or Target Completion Date	Status Update (September 2015)
Objective	Task				
1. Enhance offender opportunities for success through education and employment initiatives.					
	1.a. Educate and further develop relationships with employers and workforce partners to establish and expand a continuum of services for youth, inmates, and offenders.	DAI OPS Education Director DJC Director of Budget & Programs DCC Correctional Services Supervisor	Division of Adult Institutions Education Director/Division of Community Corrections CCEP Director/PPAs/OOS Reentry Employment Coordinator	Ongoing	<p>During FY2015 the Reentry Unit, in conjunction with the Milwaukee Area Workforce Investment Board, was awarded a technical assistance grant by the Council of State Governments Justice Center to coordinate reentry and workforce efforts in Milwaukee, with the objective of improving employment outcomes and reducing recidivism.</p> <p>DOC partnered with DWD and Milwaukee Area Technical College to provide CNC instruction to inmates from Marshall Sherrer Correctional Center and Felmers Chaney Correctional Center beginning 1/2015 with first group concluding 4/2015 and participants earning 14 technical college credits. Three additional cohorts are scheduled for completion by 6/2016 with DCC offenders and female inmates also being served.</p> <p>DOC Reentry Director is an active member of the Governor's Taskforce on Minority Unemployment.</p> <p>Windows to Work, collaboration with each of Wisconsin's 11 workforce development boards, is active in 15 DAI institutions and county jails as of 6/2015.</p> <p>DJC: DJC Grow Academy has reached out and formed partnerships with Community Ground Works, UW Extension and Madison-Area Community Action Coalition to establish internship and employment</p>

INTERVENTIONS, PROGRAMS AND SERVICES		Primary Responsibility for Implementation	Secondary Responsibility	Major Milestone and/or Target Completion Date	Status Update (September 2015)
					<p>opportunities for youth who complete the Grow program</p> <p>DCC: In FY15, DCC developed a DAI reach in component to the Community Corrections Employment Program (CCEP) to assist eligible inmates who have participated in educational and vocational programs while incarcerated to be connected to employment opportunities prior to and upon release.</p> <p>DCC contracts with providers to offer educational and employment related opportunities such as Wisconsin Fresh Start, Operation Fresh Start, painting and construction training, and partners with technical colleges to provide skills training in areas such as forklift certification, CDL training and welding.</p> <p>DAI: In FY15, DAI implemented mandatory education for any inmate who is incarcerated with an academic need. DAI graduated 91 inmates using a Bureau of Justice Assistance grant for technological-related prerequisites and programs. DAI is recognized as a “Google School” district and will benefit from access to “Google” instructional software applications. DAI is collaborating with BCE/BSI to align CTE/Vocational programs with BSI shops so that student graduates can more readily access BSI shop jobs. Currently the SCI CAD and BSI signage shop are aligned, whereby, the SCI CAD CTE program students contain job in the BSI signage shop. DAI education is a key component of the foundational design for the “Offender Technology Infrastructure Services (OTIS).” DAI educational staff has moved into a new credentialing system and is coordinating the specifications of that change with the Wisconsin</p>

INTERVENTIONS, PROGRAMS AND SERVICES		Primary Responsibility for Implementation	Secondary Responsibility	Major Milestone and/or Target Completion Date	Status Update (September 2015)
					Technical College System. DAI education is standardizing all educational programs.
	1.b. Implement the DOC Computer Numerical Control (CNC) Mobile Lab technical training program and the Milwaukee Area Technical College collaboration.	Reentry Director	Reentry Employment Coordinator	FY16	DOC mobile lab and equipment procured 12/2013. DOC partnered with DWD and Gateway Technical College to provide instruction in the Mobile Lab at Racine Correctional Institution beginning 1/2015 with first group concluding 6/2015 and participants earning 13 technical college credits. Three additional cohorts scheduled for completion by 6/2016.  Milwaukee Area Technical College was awarded a Fast Forward grant to deliver an accelerated 14 week CNC Operator Training to offenders in the Milwaukee work release centers and those on DCC supervision. Two cohorts received the training in 2015 with 11 individuals graduating on April 17, 2015, and a second class of 8 participants graduating in August 2015. Each participant who successfully completed the 14 week program earned a 14 credit CNC technical education certificate.
2. Develop and strengthen relationships that provide youth, inmates, and offenders under community supervision with opportunities for positive social support.					
	2.a. Division-Specific Implementation Teams will address strategies for alignment with evidence-based program standards throughout FY16. These efforts will include expanding program activities to include family and natural supports within the community—allowing supportive external individuals an opportunity to understand and effectively reinforce the concepts and skills learned by offenders within the programmatic framework.	Evidence-Based Program Manager	Division of Adult Institutions Office of Program Services Director/Division of Community Corrections CSS/Division of Juvenile Corrections Asst. Administrator	Ongoing	Divisional Representatives created inventories of social support- related initiatives during FY13.

INTERVENTIONS, PROGRAMS AND SERVICES		Primary Responsibility for Implementation	Secondary Responsibility	Major Milestone and/or Target Completion Date	Status Update (September 2015)
	2.b. Using the results of pilot programs, such as the grant funded Center for Self Sufficiency mentorship project, further develop opportunities for effective mentorship programs.	Evidence-Based Program Manager		Ongoing	Evidence-Based Program Manager, the DAI Chaplaincy Services Director, and the Reentry Director will continue to learn from the Center for Self-Sufficiency Mentoring Program model currently underway within WI-DOC Milwaukee-based correctional centers.  Also, DHS has incorporated the use of peer specialists on a limited basis with OARS clients in the Milwaukee/Southeast region.
	2.c. Review how DJC and DAI visiting policies and practices and DCC policies and local practices support or limit offender change and/or contribute to the development of healthy family/social environments (for instance, examine DJC and DCC field office practices). Review visitation policies that are getting in the way of engaging families.	Division of Adult Institutions Security Chief/Division of Community Corrections CSS/Division of Juvenile Corrections Policy Analyst		Ongoing	DAI, DJC, and DCC have begun collecting information and will begin a plan for review of the information and timeline to provide a summary and recommendations.
	2.d. Develop an orientation guide for youth, inmate and offender families describing the interventions, programs and services within each division.	Office of Program Services Director/Division of Community Corrections CSS/Division of Juvenile Corrections Director of Budget & Programs		Ongoing	

3. Ensure youth, inmates, and offenders under community supervision have access to a continuum of risk reducing interventions, programs and services based upon their level of risk, criminogenic needs and program readiness.

	3. a. Develop an inventory of evidence-based programs offered within each division. Descriptions will include dosage levels aligned with assessed risk and criminogenic need areas targeted by the interventions.	Evidence-Based Program Manager	Division of Adult Institutions Office of Program Services Director/Division of Community Corrections CSS/ Division of Juvenile Corrections Director of Budget & Programs	FY16	<p>Divisional Representatives and Office of Research and Policy Analysts have compiled inventories of all risk reduction programs/services and the corresponding criminogenic need area addressed by each program/service during FY13—</p> <ul style="list-style-type: none"> <li>• DAI Options and Opportunities Bulletin</li> <li>• DCC Regional POS Bulletin</li> <li>• DJC Program Overview</li> <li>• Results First Program Inventory</li> </ul> <p>The programs included within these inventories may or may not be evidence-based, but fall within what WIDOC has traditionally termed “primary programs.”</p> <p>Principles of effective intervention prescribe that dosage levels/intensity should align with assessed risk level. Each division has implemented business processes relative to program prioritization based on risk level and each division continues to make progress toward full implementation.</p>
	3. b. Operationalize youth, inmate and offender placements in program, services, and dosage based upon their assessed level of risk, criminogenic needs and readiness for programs and services.	Evidence-Based Program Manager	Office of Program Services Director/Division of Community Corrections CSS/ Juvenile Program Services Supervisor	FY16	<p>SA, CBP, and SOT Cross-Divisional Teams have included program screening and eligibility criteria within their draft program standards documents. WI-DCC divisions have drafted business process relative to prioritizing moderate to high risk offenders for program enrollment—varying levels of implementation across the divisions currently.</p> <p>DJC: Based on a completed an assessment by NCCD, a new supervision model is being piloted in SERO and NWRO</p> <p>Reference KPI Assessments</p>

	3.c. Ensure the development and implementation of new and existing programs is aligned with EBP and is risk, need, and strength-based.	Evidence-Based Program Manager	Office of Program Services Director/Division of Community Corrections CSS/ Juvenile Corrections Program Services Supervisor	Ongoing	<p>Cross-Divisional Teams in the areas of Cognitive Behavioral Programs, Substance Abuse Programs, and Sex Offender Treatment Programs drafted agency-wide program standards. These standards reflect CPC criteria and a continuum of care and include EBP-aligned program screening and eligibility criteria.</p> <p>WI-DOC divisions have drafted business process relative to prioritizing moderate to high risk offenders for program enrollment—with varying levels of implementation occurring across the divisions.</p> <p>All three WI-DOC program divisions have developed protocols for reviewing and approving the introduction of newly-developed treatment programs in alignment with the principles of effective intervention.</p> <p>DOC is committed to the use of the UCCI CPC as a program fidelity and quality assurance tool. UCCI trained twelve additional WI-DOC staff members as Correctional Program Checklist (CPC) Evaluators in August of 2014 and twenty-seven contracted service providers have been evaluated to date. CPC criteria will continue to guide program design and implementation across all divisions and will be included within all contracts.</p>
	3. d. Define program standards that meet the needs of youth/inmates/offenders across DJC, DAI and DCC.	Evidence-Based Program Manager	Division of Adult Institutions Office of Program Services Director/Division of Community Corrections CSS/ Juvenile Program Services Supervisor	FY16	<ul style="list-style-type: none"> <li>Three Cross-Divisional Teams dedicated to Sex Offender Treatment, Cognitive-Behavioral Treatment, and Substance Abuse Treatment were initially convened in January of 2013 and were charged with the development of program standards reflective of the University of Cincinnati Corrections Institute Corrections Program Checklist criteria.</li> <li>RET reviewed the draft standards in all three treatment areas throughout 2014 and requested completion of gap analyses, as well as other content-related revisions.</li> <li>Sex Offender Treatment Standards were adopted via a Decision Point Process on December 8, 2014.</li> <li>Cognitive-Behavioral Standards will be adopted via</li> </ul>

					<p>a Decision Point Process in early June of 2015.</p> <ul style="list-style-type: none"> <li>• Substance Abuse Treatment Standards revisions are in process with the technical assistance of the University of Cincinnati Corrections Institute and the Wisconsin Department of Health Services.</li> <li>• The Unified Corrections Coalition Evidence-Based Program Standards Subcommittee initiated its charter in September of 2014. This group will provide technical assistance and cross-divisional support to DAI, DCC, and DJC Evidence-Based Program Standards Implementation Teams.</li> </ul> <p>An Executive Directive has been drafted relative to the promulgation of standards in all program areas and has been forwarded to the Liability Reduction Committee for review on August 14, 2015.</p>
	3.e. Identify needs and gaps in the array of program/services available.	Evidence-Based Program Manager	Divisional Program Reps	Ongoing	COMPAS ad hoc reporting has been and will continue to be utilized to prioritize the prevalence of specific criminogenic targets within the WI-DOC population at any point in time. Population needs will continue to drive program realignment activities.
	3.f. DAI OPS Director will convene a workgroup to strategically dismantle Pre-Release Modules delivery systems—absorbing necessary content into program areas and redeploying staff resources to criminogenic targets to the greatest degree possible.	Evidence-Based Program Manager	OPS Director	FY16	During FY13, UCCI, OPS Staff, and the EBP Manager reviewed Pre-Release Curriculum Modules and concluded that because the content of these modules does not target clients' criminogenic needs, the DOC should discontinue the allocation of resources to this intervention option. The Reentry Director, the OPS Education Coordinator, and the EBP Manager researched the possibility of utilizing other web platform to deliver similar content in an open lab setting. This research continues.
	3.g. Develop and implement Trauma-Informed Care approach to DOC's programs, interventions, and interactions with our offender population	Reentry Cross Divisional Coordinator, Division Leads		Ongoing	Steps have been taken in multiple divisions to address the need for Trauma-Informed services and interventions. DJC continues their development and implementation of a Trauma-Informed Care unit at Lincoln Hill School. DAI continues their development and implementation of a Trauma-Informed Care unit and AODA Residential program at Taycheedah Correctional Institution under the DHS AODA Block Grant. Ongoing implementation will continue into FY16.



	3.h. Evaluate existing victim impact and victim offender dialogue programs to ensure they are aligned with Evidence-Based Principles.	Holly Audley	Stephanie Hove	Ongoing	
4. Address continuity of care across divisions for youths, inmates and offenders with serious mental health needs.					
	4.a. Expand OARS program within current funding allocation	Reentry Disabilities Coordinator	Reentry Director	FY16	MyDOC announcement posted on 4/16/15; Facility leaders notified; Community Case Management agencies hiring new case managers; DHS targeting 125 ADP to assess budget by end of Q1 FY16
5. Reevaluate current approaches to Alternative To Revocation (ATR) programming to ensure referral processes are aligned with the Evidence-Based Response to Violation Matrix (EBRV) and program interventions reflect the principles of effective intervention.					
	5. a. Compile and analyze recidivism and return to confinement data for existing institution-based ATR programs.	Megan Jones	Reentry Executive Team	FY16	Propensity score matching mechanism: Is there a significant enough difference between recidivism and return to confinement.
	5. b. Determine strategic plan for ATR bed allocation within DAI institutions.	ATR Steering Committee Co-Chairs	Reentry Executive Team	FY16 - 17	Completion date is contingent upon the completion date of 5.a.
	5. c. Align ATR referral and business processes with Evidence-Based Response to Violation (EBRV) Matrix.	ATR Steering Committee Co-Chairs	Reentry Executive Team	FY16 - 17	
	5.d. Align ATR programming with Evidence-Based Program Standards in Substance Abuse Treatment, Sex Offender Treatment, and Cognitive-Behavioral Treatment areas.	Evidence-Based Program Manager	Division-Specific Evidence-Based Program Standards Implementation Teams	FY16 - 17	
	5.e. Utilize the Evidence-Based Corrections Program Checklist as a quality assurance tool within ATR programs.	CPC Evaluation Team	Evidence-Based Program Manager	FY17	
	5.f. Continuously reassess the recidivism rates of ATR program participants.	ATR Steering Committee Co-Chairs	Reentry Executive Team	Ongoing	



**PRIORITY: CONTINUOUS QUALITY IMPROVEMENT**

Goal: Consistent with the WIDOC Quality Assurance Plan, develop and refine a “culture of quality” in WIDOC to ensure Ongoing fidelity of evidence-based practices.

CONTINUOUS QUALITY IMPROVEMENT		Primary Responsibility for Implementation	Secondary Responsibility	Major Milestone and/or Target Completion Date	Status Update (September 2015)
Objective	Task				
1. WIDOC initiatives and policy will be guided by knowledge of evidence-based practices.					
	1.a. Resource allocation decisions shall be guided by evidence-based practices and where applicable, by COMPAS data.			Ongoing	Example: FY15 Reentry Appropriation 111 funding decisions made through a review of current treatment/criminogenic need.
	1.b. Treatment initiatives and protocols will be guided by knowledge of evidence-based practice gained in ongoing training and regular review of literature.			Ongoing	<p>Example: Through the UCCI contract, 24 Cross-Divisional CPC and CPC-GA Evaluators have been trained. Division-specific approaches to the implementation of the CPC and CPC-GA tools have been initiated and will continue in FY 16-17:</p> <ul style="list-style-type: none"> <li>• DAI has utilized the tool to redesign an EBP Model Program at DACC—a model that will be generalized to five other ERP sites during FY 16 with Technical Assistance from UCCI.</li> <li>• Cross-Divisional CPC Teams have completed twenty-seven evaluations of contracted service providers for DCC and DJC during last eighteen months.</li> <li>• Three CPC Action Planning Workshops have been conducted—allowing contacted service providers to develop action plans toward alignment with EBP.</li> </ul> <p>Eight Regional Vendor Sessions relative to EBP 101 and CPC Overview have been conducted with current and potential contracted service providers.</p>
	1. c. Periodic reviews of current EBP literature will be presented to the Reentry Executive Team.	Reentry Unit DCC EBDM	Unified Corrections Coalition	Ongoing	

2. Peers and supervisors in all program divisions will support, reinforce, and model established evidence-based practices in direct interactions.					
	2. a. Develop Division-specific supervisory audit tools to monitor staff performance to assure continuous quality improvement with regard to the conduct and facilitation of risk reduction programs and services.	UCC-Continuous Quality Improvement (CQI) Committee	Reentry Executive Team	FY16	The cross-divisional Continuous Quality Improvement (CQI) Committee formed in August 2014 with two main objectives: 1) Department-wide inter-rater reliability study and 2) direct interaction and observation of staff-to-offender and staff-to-staff exchanges. A pre-baseline inter-rater reliability test was completed in April/May 2015. Data is currently being analyzed and materials are to be developed where major discrepancies are apparent. A Department-wide inter-rater reliability test will be conducted in FY16 upon completion of a new COMPAS environment specific to the test. The CQI Committee is now focused on reviewing current materials used for staff observation and developing a standardized procedure for staff-to-offender and staff-to-staff exchanges with anticipated completion in FY16.
	2.b. Supervisory staff participates in assessments, intakes, and MI interactions and other significant aspects of offender treatment.			FY16	
	2.c. Staff model pro-social interactions.			FY16	
	2.d. Staff and supervisors engage in regular peer review to enhance and maintain strength-based interpersonal interactions.			FY16	
3. All training activities will reflect research on recidivism reduction and will have measurable outcomes.					
	3.a. All training topics chosen will be evidence-based and shall include feedback forms to provide the opportunity for improvement.	Training Advisory Group (TAG)	Reentry Unit	FY16	As training priorities and direction are decided through a collaborative process across divisions, TAG shall be the oversight body assigned to ensuring these tasks are met.
	3.b. Staff surveys measure integration of training objectives in day to day practice.	Training Advisory Group (TAG)	Reentry Unit	FY16	See above.
	3.c. Quality improvement topics shall be integrated into training opportunities.	Training Advisory Group (TAG)	Reentry Unit	FY16	See above.

4. COMPAS utilization will be consistent, reliable, and true to the intent of the tool.					
	4.a. Develop a process for ensuring inter-rater reliability.	UCC-Continuous Quality Improvement (CQI) Committee	Reentry Executive Team	FY16	The CQI Committee completed a pre-baseline inter-rater reliability test in April/May 2015. Data is currently being analyzed and materials are to be developed where major discrepancies are apparent. A Department-wide inter-rater reliability test will be conducted in FY16 upon completion of a new COMPAS environment specific to the test. The CQI Committee will then develop a standardized method for follow-up inter-rater reliability tests, as well as incorporate further training considerations.
	4.b. Utilize routine review of assessments to measure fidelity.	UCC-Continuous Quality Improvement (CQI) Committee	Reentry Executive Team	Ongoing	After the initial Department-wide inter-rater reliability test, the CQI Committee will develop a standard business process for follow-up inter-rater reliability tests and routine review of assessments.
	4.c. On a routine basis, consult with contracted vendors and engage in a review of literature as it relates to assessment.	Reentry Project manager	Unified Corrections Coalition Decision Makers	Ongoing	This task is Ongoing; it is operationalized by the work of the UCC.
	4.d. Norm assessment instrument on WIDOC population	Reentry Project Manager	Unified Corrections Coalition Decision Makers	FY16	<p>NorthPointe submitted norming reports for both CORE and Reentry assessments in the fall of 2014.</p> <p>RET was provided information from NorthPointe and decided it would be advantageous to norm both CORE and Reentry assessments on WI population.</p> <p>Currently, Research Unit is working on models to help RET determine if there is a need to modify current cut points.</p> <p>This information will be presented to RET shortly, at which point a decision will be made on when to make the switch to the WI-based norm population.</p>
5. Case Planning will be efficient, timely, and effective.					
	5.a. DOC shall conduct quantitative and qualitative audits on a routine, scheduled basis each quarter.	Reentry Project Manager	Unified Corrections Coalition	Ongoing	CQI committee is in the process of developing standard audit tools and QA checks for case planning. This work will continue in FY16.

	5.b. Use current technology to develop reporting structure for audit purposes.	Reentry Project Manager	Unified Corrections Coalition	FY16	Functionality added to COMPAS that will streamline quantitative audits for case planning based on an event log built inside the Unified Case Plan.
	5.c. Auditing of cases shall be routine function of supervision.	Division Administrators	Unified Corrections Coalition	Ongoing	CQI committee is in the process of developing standard audit tools and QA checks for case planning. This work will continue in FY16.

# CONCLUSION

The Wisconsin Department of Corrections strives to increase public safety, as measured by reduced recidivism, through the implementation of the strategies included in the Reentry Business Plan. To be successful in achieving these results, the Department has defined a set of specific goals, objectives, and tasks designed to ensure our public safety goals are realized. In addition to defining the strategies the Department intends to implement in order to meet these goals, and the methods that will guide evaluation of the Department's success in achieving them, this plan will also assist all staff within the department to understand the change strategies underway and each individual staff person's role in supporting the agency's vision, mission and goals. The Reentry Executive Team will regularly evaluate the extent to which the goals, objectives, tasks and timelines within the plan are being met, and take action to address performance gaps that may be identified through their assessment. The plan will be regularly updated to reflect the Department's progress in achieving these change strategies; emerging research on offender success and risk reduction; and the needs of the agency and our state and local communities. Finally, an appendix has been added to track completed Reentry Business Plan objectives and tasks.

# DOC Reentry Business Plan

## Appendix to the DOC FY16 – 17 Reentry Business Plan:

### COMPLETED REENTRY BUSINESS PLAN OBJECTIVES AND TASKS

#### PRIORITY: Organizational Philosophy

Goal: Integrate Wisconsin Department of Corrections mission of promoting public safety through crime prevention, youth, inmate and offender rehabilitation, and successful community reentry into all key departmental activities.

ORGANIZATIONAL PHILOSOPHY		Primary Responsibility for Implementation	Secondary Responsibility	Major Milestone and/or Target Completion Date	Status Update (September 2015)
Objective	Task				
1. Educate key stakeholders—including but not limited to DOC staff, legislators, community members, crime victims, criminal justice partners, youth, inmates, and offenders-- through various efforts, on the benefits and accomplishments of the WIDOC Reentry Business Plan and engage them in its successful achievement.					
	1.a. Reentry Unit will complete standardized communications that support the Reentry Business Plan. Discuss with RET ~ Marketing	Reentry Coordinator	Reentry Executive Team	Ongoing	Reentry-at-a-Glance brochure, Becky Young Annual report, and various other communications will continue. Percentage of new Reentry Cross-Divisional Coordinator PD devoted to marketing.
	1.b. Implement new intranet system to improve internal communications regarding ongoing efforts to implement reentry initiatives. Create and maintain index of existing resources from within WI DOC and other State Agencies to guide, direct, and support staff.	Asst. Division of Management Services Admin. (tech) & Public Information Director (content)	Reentry Executive Team/Division of Management Services Support/Public Information Director	09/2012	Completed Resources are maintained and displayed throughout MyDOC including on the Reentry page, UCC page, and Division-specific pages. These include reference materials and the ECRM, all UCC new stories and documents, EBDM information, etc.

ORGANIZATIONAL PHILOSOPHY		Primary Responsibility for Implementation	Secondary Responsibility	Major Milestone and/or Target Completion Date	Status Update (September 2015)
	1.c. Implement new internet system to educate stakeholders on WIDOC reentry vision. Highlight WIDOC reentry achievements and overall progress.	Asst. Division of Management Services Admin. (tech) & Public Information Director (content)	Reentry Executive Team/Division of Management Services Support/Public Information Director	Completed	Priority for FY 15
2. Refine the procedures for recruiting and retaining staff to ensure that knowledge, skills, and attitudes of new hires align with the WIDOC's Mission and Reentry Philosophy. (Goal: Employee Superior Workforce)					
	2.a. Review and revise all Position Descriptions to incorporate WIDOC Reentry Philosophy and the Department's Mission.	Division of Management Services Admin.	Reentry Executive Team/Division of Management Services BPHR	Completed	Position Descriptions have been reviewed, on an individual basis. EBP concepts have been incorporated into a general summary statement. As PDs are rewritten a sentence will be added to PD Summary that will note position will be responsible for carrying out the Department's Reentry philosophy.

### PRIORITY: Data/Information/Measurement

Goal: Develop a performance-based management system to include the identification of process and outcome measures, data collections, and analysis methods, and regular reporting of key performance indicators in order to assess Wisconsin Department of Corrections' progress toward achieving DOC's reentry goals and objectives.

DATA/INFORMATION/MEASUREMENT		Primary Responsibility for Implementation	Secondary Responsibility	Major Milestone and/or Target Completion Date	Status Update (June 2015)
Objective	Task				
1. Gather information that will guide and shape the DOC's data collection and analysis strategy.					

DATA/INFORMATION/MEASUREMENT		Primary Responsibility for Implementation	Secondary Responsibility	Major Milestone and/or Target Completion Date	Status Update (June 2015)
	1.a. Review source information from other states and relevant organizations (e.g. American Correctional Association (ACA), Association of State Correctional Administrators (ASCA), Bureau of Justice Statistics (BJS), etc.) to identify key performance indicators, counting rules, process and outcome measures, reporting and publishing practices.	Policy Initiatives Advisor	Office of Research and Policy/Division Analysts/Bureau of Technology Management	04/2012	Completed
	1.b. Compile key performance Indicators, including an analysis of the availability of data to support each indicator.	Policy Initiatives Advisor	Office of Research and Policy/Division Analysts/Bureau of Technology Management	04/2012	Completed KPIs are maintained by the Research and Policy Unit and documented in the Reentry Business Plan.
	1.c. Report findings to Reentry Executive Team (RET).	Policy Initiatives Advisor	Office of Research and Policy/Division Analysts/Bureau of Technology Management	06/2012	Completed
2. Prioritize key performance measures					



DATA/INFORMATION/MEASUREMENT		Primary Responsibility for Implementation	Secondary Responsibility	Major Milestone and/or Target Completion Date	Status Update (June 2015)
	2.a. DOC Reentry key performance indicators for Office of Research and Policy (ORP) based on relevance, importance, organizational need, and availability of required data. Prioritization to be approved by the Secretary.	Reentry Director	Reentry Executive Team	Completed	<ul style="list-style-type: none"> <li>• Recidivism</li> <li>• Primary program completion</li> <li>• Victim restitution collection: The Reentry Executive Team chose to broaden this victim oriented KPI in an effort to focus on all victims and not just those owed restitution.</li> <li>• Assessment</li> <li>• Employment (if MOU w/ DWD is signed)</li> </ul> RET will prioritize for sequencing
3. Report on top priority performance indicators Per Rachel Cahoon, are any of these complete? Are we done with goal item?					
	3.a. Establish counting rules and definitions for selected data elements	Policy Initiatives Advisor	Office of Research and Policy, Division Analysts, Bureau of Technology Management	Completed	
	3.b. Clearly define and document the source of all data collected in order for data to be validated and for on-going quality assurance.	Policy Initiatives Advisor	Office of Research and Policy, Division Analysts, Bureau of Technology Management	Completed	
	3.c. Develop means and methods to obtain the identified data.	Policy Initiatives Advisor	Office of Research and Policy, Division Analysts, Bureau of Technology Management	Completed	

DATA/INFORMATION/MEASUREMENT		Primary Responsibility for Implementation	Secondary Responsibility	Major Milestone and/or Target Completion Date	Status Update (June 2015)
	3.d. Develop and document data analysis methodology.	Policy Initiatives Advisor	Office of Research and Policy, Division Analysts, Bureau of Technology Management	Completed	
	3.e. Conduct data analysis.	Policy Initiatives Advisor	Office of Research and Policy, Division Analysts, Bureau of Technology Management	Completed	
	3.f. Finalize a format for providing results of data analysis for review by RET.	Policy Initiatives Advisor	Office of Research and Policy, Division Analysts, Bureau of Technology Management	Completed	

### PRIORITY: Assessment

Goal: Implement a comprehensive process for administering validated risk and needs assessments throughout all of Wisconsin Department of Corrections' divisions in order to guide agency staff and partners in effectively applying evidence-based principles and practices to key decisions.

ASSESSMENT		Primary Responsibility for Implementation	Secondary Responsibility	Major Milestone and/or Target Completion Date	Status Update (June 2015)
Objective	Task				

ASSESSMENT	Primary Responsibility for Implementation	Secondary Responsibility	Major Milestone and/or Target Completion Date	Status Update (June 2015)
1. Implement the use of the Northpointe COMPAS risk and needs assessment, and case planning system, integrating evidence-based practices with new business processes.				
1.a. Design a system and accompanying business processes to implement COMPAS risk/needs assessment; alternative screening tools, and case planning components of the Northpointe COMPAS.	Reentry Project Director- Unified Corrections Coalition(UCC) Project Sponsor	Reentry Project Manager- Unified Corrections Coalition Project Manager	3/2012	Completed
1.b. Identify the appropriate youth, inmates and offenders to receive case planning services; clearly define the roles and responsibilities of all staff as they relate to components of the offender life cycle and case plan	Reentry Project Manager	Unified Corrections Coalition	3/2011	Completed Documented in ECRM
1.c. Explore with vendor the options for creating a reassessment tool that takes into account dynamic needs.	Reentry Project Manager	Unified Corrections Coalition.		
2.Develop an assessment/screening tool change/approval process to help the department's practices remain current with the emerging research to the extent that fiscal and human resources permit.	Sub Group Chair	Unified Corrections Coalition Decision Makers	06/2012	Completed

### PRIORITY: Case Management System

Goal: Implement a case planning and management system that targets risk reduction services, based upon empirically assessed risk factors, to moderate and high-risk youth, inmates and offenders under community supervision. The case management system will result in a single, seamless case plan that transitions with the individual youth/adult through the correctional system; clearly delineates those strategies designed to reduce the individual's likelihood for future delinquent/criminal behavior; defines staff roles and responsibilities in the management of the individualized plan; and establishes clear measures for the individual youth/offender's progress in accomplishing the goals of the plan.

CASE MANAGEMENT SYSTEM		Primary Responsibility for Implementation	Secondary Responsibility	Major Milestone and/or Target Completion Date	Status Update (June 2015)
Objective	Task				
1. Create a case management system by all Divisions to include all aspects of Evidence-based practices.					
	1.a. Collaboratively develop across all Departmental Divisions the blueprint for a seamless case management system.	Reentry Executive Team	Unified Corrections Coalition Decision Makers		Since 2012 a workgroup has been in place to roll out the functionality for case management.
	1.b. Define and chart the Offender Life Cycle among the program divisions.	Unified Corrections Coalition			Completed The Offender Lifecycle and supporting documentation is maintained in COMPAS Coalition Group folders as well as on the MyDOC UCC page.
	1.c. Reach consensus among the program Divisions and implement a standardized case plan to include broad goals, objectives, tasks, responsibilities of staff, offenders and collaborative partners.	Unified Corrections Coalition	Unified Corrections Coalition Decision Makers/Reentry Executive Team	9/2010	Completed Unified Case Plan policy/procedure is maintained in the ECRM.
	1.d. Develop a single department-wide Electronic Case Reference Manual.	Reentry Cross Divisional Coordinator	UCC-ECRM Divisional Leads	Completed	The ECRM has fully implemented three sections (Intake, Supervision, and Discharge) across the Divisions (DAI, DCC, and DJC). As of March 2015, all COMPAS Business Process is integrated into the Manual and is the source-of-truth for business operations. Sections continue to be expanded and updated as new business processes are developed. User evaluations are utilized on a semi-annual basis.

CASE MANAGEMENT SYSTEM		Primary Responsibility for Implementation	Secondary Responsibility	Major Milestone and/or Target Completion Date	Status Update (June 2015)
	1.e. Develop and conduct a training plan, including the development of specific curricula to educate staff and build their skills and capacity to develop effective case plans and fully utilize the WIDOC case management system.	Division of Management Services Administrator	BP/HR/Training Director/ Train the Trainers (21)/Divisions	In process	COMPAS Advanced Interpretation and Case Planning delivered to 375 staff during spring of CY15. COMPAS Case Manager "Library" being developed in Cornerstone for online learners. Currently Education/Employment/Substance Abuse, and Rules of Supervision modules are incorporated.

2. Identify staff by job classification who play a role in case management throughout the Department; Define in writing their roles and responsibilities

	2.a. Develop a system that allows for internal (DOC staff) and external (DOC partners, such as counties using the COMPAS) users to access the COMPAS, defining specific use and security protocols.	Reentry Project Manager	Reentry Executive Team	2/2011	Went live in 2011 On-going consideration given for protected offender information as new modules roll out. Memo: The County Risk Assessment Implementation Network oversees the COMPAS partnership process in collaboration with the Reentry Unit. Several documents are maintained by CRAIN and in the COMPAS Coalition Groups folder that outline the process, including the standard MOU and partnership process memos.
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### PRIORITY: Interventions, Programs and Services

Goal: Assure that the risk reduction interventions, programs and services provided to youth, inmates, and offenders under community supervision are evidence-based and effectively address the criminogenic needs and level of risk of the individual.

INTERVENTIONS, PROGRAMS AND SERVICES		Primary Responsibility for Implementation	Secondary Responsibility	Major Milestone and/or Target Completion Date	Status Update (June 2015)
Objective	Task				

1. Strive to meet the basic stability needs of offenders under the control of WIDOC (e.g. housing food, clothing, health care).

INTERVENTIONS, PROGRAMS AND SERVICES		Primary Responsibility for Implementation	Secondary Responsibility	Major Milestone and/or Target Completion Date	Status Update (June 2015)
	1.a. Develop an inventory of Purchase Of Goods and Services (POGS) community based resources. Prepare a list of contacts in each county who are “go to people” for information about available community based resources.	Division of Community Corrections Asst. Administrator	Division of Community Corrections PPAs, Bureau of Health Services Director	3/2012	Completed  Have responsibility of maintaining this on an annual basis
	1.b. Establish and/or review to make consistent practices in DAI and DJC to insure inmates receive a 1 month supply of medication upon release from confinement.	Bureau of Health Services Director	Division of Adult Institutions Mental Health Director	6/2012	Completed
	1.c. Through proper release planning, DCC and DJC will insure that releasing youth/offenders that are in need of medications will have access to appropriate services upon release.	Division of Community Corrections/Division of Juvenile Corrections Administrators	Division of Community Corrections PPAs, Division of Community Corrections Psychology Director	6/2012	Completed
2. Enhance offender opportunities for success through education and employment initiatives.					

INTERVENTIONS, PROGRAMS AND SERVICES		Primary Responsibility for Implementation	Secondary Responsibility	Major Milestone and/or Target Completion Date	Status Update (June 2015)
	2.a. Develop an inventory of education and employment related programs, services, and assistance funded by DOC or through a community contract, that are available to youth, inmates, and offenders under community supervision.	Education Director	Division of Adult Institutions Education Director, Division of Community Corrections CCEP Director, PPAs/OOS, Reentry Employment Coordinator, BSI Director	8/2012	Completed
	2.b. Review the role of institutional work release coordinators; make modifications as needed to ensure that their role fully supports youth/offender educational and vocational needs; develop a new Position Description as necessary.	DAI Asst. Admin	Division of Management Services BHPR	6/2012	Completed
3. Ensure youth, inmates, and offenders under community supervision have access to a continuum of risk reducing interventions, programs, and services based upon their level of risk, criminogenic needs, and program readiness					
	3.a. Define by primary programs, specific outcomes and definitions of successful outcomes.	Evidence-Based Program Manager	Policy Initiatives Advisor	Completed	SA, CBP, and SOT Cross-Divisional Teams participated in the development of Program Logic Models. These models include definitions and indicators of successful program completion—as well as propose mechanisms for collecting data elements.

INTERVENTIONS, PROGRAMS AND SERVICES		Primary Responsibility for Implementation	Secondary Responsibility	Major Milestone and/or Target Completion Date	Status Update (June 2015)
	3.b. Ensure equal access to Limited English Proficiency (LEP) for youth, inmates, offenders, and victims	LEP Committee Co-Chairs	LEP Executive Committee	Completed	DOC LEP committee is active. They have established a work plan, created staff training, and continue to produce quarterly audit reports.  The DOC LEP Executive Committee will be revising the DOC LEP Executive Directive to include victims as a population that DOC serves and who are entitled to receive LEP services and programs.
4. Address continuity of care across divisions for youths, inmates, and offenders with serious mental health needs					
	4.a. Develop and implement mental health discharge summary report.	Bureau of Health Services Director, Division of Adult Institutions Mental Health Director, Division of Juvenile Corrections Clinical Psychologist Supervisor, Division of Community Corrections Psychology Director		Completed	DAI and DCC have completed DOC Form-3585 Mental Health Pre-Release Summary and provided DAI policy 500.70.29 Mental Health Release Planning, 7/16/14, describing its use.
	4.b. Implement the mental health initiative, “conditional release model”	Reentry Disability Specialist	OARS Oversight Committee	Implemented FY11, Completed	Opening Avenues to Reentry Success (OARS) implemented, funded through Appropriation 112, and successfully measuring recidivism reduction compared to non-participant population with similar characteristics.
	4.c. Contract for benefits specialists to insure that inmates have applications for relevant benefits completed and approved prior to their release from prison (i.e. SSI)	Reentry Disability Specialist		Implemented FY11	Completed



# GLOSSARY

## **Alternative Screening Tools**

Tool set for assessing level and dosage of programming needed to address offender's identified risk and need.

## **Ambassadors**

COMPAS Ambassadors are subject matter experts in the COMPAS system and related business processes. They are comprised of multiple staff classifications from each operational division (DAI, DCC, and DJC). They are generally the first staff trained in COMPAS, EBP, and MI, and their roles generally entail implementation guidance for their respective work areas, communication, technical assistance and support, quality assurance auditing, and user acceptance testing for new functionality.

## **Best Practices**

Best Practices do not necessarily imply attention to outcomes, evidence, or measurable standards. Best practices are often based on the collective experience and wisdom of the field rather than scientifically tested knowledge.

## **Case Management as it pertains to WIDOC Risk/Needs/Case Planning and Manager and this Reentry Business Plan**

Case management is a collaborative process of assessment, planning and facilitation of interventions and services to meet an individual's criminogenic needs through communication and available resources to promote quality cost effective outcomes in that will reduce recidivism and increase public safety.

## **Case Manager**

A module within the COMPAS software that is the technology system to support case management and service delivery.

## **COMPAS**

The COMPAS software suite is a seamless, integrated, and web-based software solution for offender assessment and case management.

## **Criminogenic Needs**

Dynamic characteristics that a person presents that, if addressed, can reduce their likelihood of recidivism. Examples include: employment, housing, substance use, anti-social personality, anti-social attitudes, anti-social associates, family dysfunction, poor self-control, and poor problem-solving skills.

Andrews, Bonta, and Hoge (1990: 31) define criminogenic needs as a subset of risk factors consisting of dynamic attributes of offenders and their circumstances that, when changed, are associated with changes in the chances of recidivism.

## **Evidence Based Policy**

Evidence-Based Policy, as defined by UC Irvine Center, is an approach that helps people make well informed decisions about policies and programs by putting the best available evidence from research at the heart of policy development and implementation.

## **Evidence-based practice**

In corrections, Evidence-based practice is the breadth of research and knowledge around processes and tools which can improve correctional outcomes, such as reduced recidivism. (<http://nicic.gov/EvidenceBasedPractices>)

## **Evidence Based Program Manager (EBP Manager)**

This position is within the Reentry Unit.

## **Limited English Proficiency (LEP) Executive Committee**

## **WIDOC**

Executive Committee to coordinate, oversee and ensure Department-wide compliance for Limited English Proficiency requirements.

### **Recidivate**

To commit an offense subsequent to a prior court disposition, that results in a new criminal court disposition of custody or supervision under the WIDOC.

### **Recidivism Rates**

The percentage of times that persons within a defined set have recidivated, compared with the entire population or persons in that set. WIDOC recidivism rate calculations are not able to include: persons convicted in another state, persons convicted in Federal court, persons convicted in another country, persons admitted to jail without a new conviction, persons admitted to prison without a new conviction, persons arrested with no conviction, persons convicted of a crime that results in a court disposition that does not lead to custody or supervision under the WIDOC, persons with municipal ordinance violations, persons who have been wrongly convicted of a new crime, persons who have not been apprehended or convicted of a new crime.

### **Reentry Executive Team (RET)**

A team designated by the Department Secretary that is comprised of the four Department Division Administrators, OVSP Director, Policy Initiatives Advisor in the Office of the Secretary and the Reentry Director. The team meets regularly to oversee the implementation of the Reentry Business Plan and other initiatives.

### **Responsivity**

Refers to delivering an intervention that is appropriate and matches the abilities and styles of the offender.

### **Unified Corrections Coalition (UCC)**

Personnel from the WIDOC, county and state courts and Northpointe committed to the successful statewide implementation of COMPAS Risk/Needs/Case Planning and Case Management system.